

## WISCONSIN'S PROGRAM ENHANCEMENT PLAN (PEP) MATRIX

<b>Outcome/Systemic Factor:</b>	<b>Safety Outcome 1</b>	
<b>Performance Item: 1</b>	<b>Timeliness of initiating investigation.</b>	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1: Goal = 1% improvement for Item 1.	Year 2: Goal = 2% improvement for Item 1.
Measurement Method:	Item 1- A new WiSACWIS report will be designed to track investigation completion timelines. The report will be used to establish the baseline performance level based on Q1 and Q2 results and for the quarterly progress reports. The case reviews described in Action Step Q will also be used to provide data for the quarterly progress reports.	

### COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
A. Improve the safety of children and the efficiency of and consistency among child welfare programs system-wide by more clearly defining the scope of child protective services (CPS) cases and the protective services access and assessment standards that guide workers.	<u>Scope of CPS Intervention</u>		
	A.1.a Develop policy on access to CPS services: 1) Establish workgroup consisting of BPP, BMCW, Counties, Tribes & Training Partnerships to refine the policy. 2) Define screening criteria for CPS access. 3) Define agency response to non-CPS issues (i.e. service intakes). 4) Update standards on CPS response time to clarify “diligent efforts,” when and how to initiate response.	BPP & Workgroup Partners  BPP & Workgroup Partners BPP & Workgroup Partners  BPP & Workgroup Partners	Q2  Q2 Q3  Q3
	A.1.b Analyze WiSACWIS system design and make changes to support protective service report vs. service intakes. 1) Identify necessary system changes. 2) Implement new system design.	BPP, WiSACWIS Project Team & OPEP	Q3 Q6
	A.1.c Issue the new access program standard relating to intake of protective service reports and diligent efforts for response time.	BPP	Issued Q4, effective in Q6
	A.1.d Provide implementation training through regional roundtables for all staff with intake responsibilities and supervisors	BPP & Area Administration	Start Q4, continue into Q6
	A.1.e Integrate policies/criteria into pre-service/foundation/ongoing Training Partnership curricula.	BPP & Training Partnerships	Q6

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
A. (Cont.)	<u>Multiple Reports/Allegations</u> A.2.a Develop policy for processing multiple reports of same incident or episode of alleged maltreatment and incorporate into standards. 1) Establish workgroup consisting of BPP, BMCW, Counties, Tribes and Training Partnerships to develop the policy.	BPP  BPP & Workgroup Partners	Q4  Q4
	A.2.b Review and revise policy on case finding determinations and incorporate into standards. Reissue the DCFS numbered memo on case findings.	BPP	Issue in Q6, effective in Q7
	A.2.c Analyze WiSACWIS system design and make necessary changes relating to multiple reports/allegations.	BPP, WiSACWIS Project Team & OPEP	Q7
	A.2.d Provide technical assistance and consultation to CPS supervisors in county agencies through regional roundtables upon issuance of standards/policy to assure understanding and assist with implementation at the local level.	BPP & Area Administration	Q6
	A.2.e Integrate the criteria and policies into foundation/ongoing Training Partnership curricula.	BPP & Training Partnerships	Q7
	<u>Measurement</u> A.3. Develop WiSACWIS report to measure Timeliness to Investigation.	OPEP & WiSACWIS Project Team	Q1

**Notes – Action Step A:**

10/04: DCFS will request technical assistance from the National Resource Center on Child Maltreatment to assist in developing the access standard and policy on multiple referrals.

10/04: The access standard under Step A.1 and the multiple referral policy under Step A.2 will first issued as separate DCFS policy memos and later included in the comprehensive revision of the CPS Investigation Standards.

10/04: For Step A.2, include information related to multiple findings and the naming of a maltreater into the policy.

6/05: A.1- A workgroup consisting of county and tribal representatives, as well as other key stakeholders, was formed in Fall of 2004 to examine issues related to CPS access.

**Notes – Action Step A:**

6/05: A.1- The draft Access Standard was sent out to county and tribal directors and CPS supervisors, as well as other key stakeholders, for review and comment in March 2005.

6/05: A.1- The draft Access Standard was placed on the PEP Bulletin Board for statewide review in May 2005.

6/05: Action Step A.1 includes defining the scope of CPS intervention and development of policy standards for CPS access. The current benchmark tasks A.1.a 1) through A.1.a 4) and tasks A.1.b through A.1.e pertain to the Access Standard. The introductory part of Action Step A.1 is revised to specifically address the Access Standard.

9/05: A.1 – eWiSACWIS changes related to Access Standards will not be implemented until March 2006, thus the effective date of the Access Standard will be delayed to Q6. Completion dates for benchmarks A.1.b through A.1.d are modified.

9/05 A.1.a 3) Define agency response to non-CPS issues (i.e. services intakes). The response to non-CPS issues is discussed in the Access Standard under Section II.A where the description of situations that need agency intervention are explained.

9/05 A.1.a. 4) Update standards on CPS response time to clarify “diligent efforts,” when and how to initiate response. The response time to initiate diligent efforts is provided in Sections IV.B.,V and VI of the Access Standard. The Access Standard requires that an analysis to identify present danger or other emergency concerns be immediately conducted upon receipt of a report. It also describes the other actions that are required within the first 24 hours.

9/05 A.1.b. Analyze eWiSACWIS system design and make necessary changes to support protective service reports vs. service intakes. The eWiSACWIS system was changed in December of 2004 to support the transfer of information between a protective service report and a services intake report prior to approval of the intake. The proposed Access report will not make it necessary to distinguish between a protective service report and a services intake until the supervisory approval of the screening and urgency decision. The redesign of this feature will not be accomplished until March of 2006.

12/05: A.1.a.3 – Response to non-CPS issues is discussed in 2 places in Access Standard (Section II.A and Section XI)

12/05: A.1.c – The Access Standard and appendices were issued November 8, 2005 and are effective March 31, 2006.

12/05: A.1.d – Four regional roundtables have been conducted. Two more are scheduled for January of 2005.

12/05: A.2.b. – The workgroup that has developed the Access Standard has completed the draft of the revised memo on case findings. The first draft was posted on the Bulletin Board for statewide review in October 2005. Further revisions were made in October and this will be re-posted for review in November 2005. Benchmark Effective Date modified.

12/05: A.2.c – Redesign of eWiSACWIS to support implementation of the Access Standard includes the support of the policy assuring that multiple reports of the same incident or episode are documented as “multiple report on same incident”. Benchmark Date modified to Q7.

3/06: A.1.d. - Six regional roundtables were conducted. Two more are scheduled for in March of 2006 for Child Protective Supervisors who were not able to make the first roundtables.

3/06: A.2.a - The Child Welfare Case Process Committee, which is comprised of representatives of BPP,BMCW, Counties, Tribes and Training Partnerships, devoted Section VII of the Access Standard to describing how to handle multiple reports on open cases. The Access Standard was issued on November 8, 2005 and becomes effective on March 31, 2006.

3/06: A.2.b – Benchmark Achievement Date modified.

<b>Outcome/Systemic Factor:</b>	<b>Safety Outcome 2</b>	
<b>Performance Item: 3</b>	<b>Services to family to protect children in home and prevent removal.</b>	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children.	
Performance Goal:	Year 1: Goal = 1% improvement for Item 3.	Year 2: Goal = 2% improvement for Item 3.
Measurement Method:	Item 3 - A limited case review will be conducted to collect data that will be used along with CFSR results for Item 3 to establish the baseline performance level. For quarterly progress reports, a new WiSACWIS report will be developed to track the delivery of safety-related services. The case reviews described in Action Step Q will also be used to provide data for the quarterly progress reports.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
B. Increase our ability to help children remain safely at home by updating policy and expanding training and technical assistance on safety assessment and safety planning.	<u>Safety Assessment and Planning</u>		
	B.1.a Develop policy on safety assessment and safety planning to include assessment of parental protective capacities. 1) Establish workgroup including BPP, BMCW, Counties, Tribes, and other stakeholders to develop the policy. 2) Make policy recommendations,	BPP & Workgroup Partners	Q3
		BPP & Workgroup Partners	Q4
	B.1.b Issue the safety standards to provide comprehensive instructions for documenting safety assessments and safety plans.	BPP	Issue in Q6, Effective in Q7
	B.1.c Refine safety assessment tools, if necessary, within WiSACWIS.	BPP & WiSACWIS Project Team	Q7
	B.1.d Provide ongoing technical assistance and consultation to county child welfare supervisors to assure understanding and assist with implementation at the local level.	BPP & Area Administration	Q7

	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
B. (cont.)	B.1.e Expand safety training curricula for child welfare staff and supervisors to reflect changes in standards and support skills necessary to develop, implement, and monitor effective safety plans. Develop new ongoing and/or core course.	BPP, Training Partnerships, & other stakeholders	Q8
	<u>Measurement</u> B.2 Develop data sources for measurement: 1) Develop WiSACWIS report. 2) Conduct limited case review.	OPEP & WiSACWIS Project Team BPP & QA Contractor	Q1 Q3

#### Notes – Action Step B:

10/04: DCFS will request technical assistance from the National Resource Center on Child Maltreatment to assist in policy development related to safety assessment and safety planning.

10/04: DCFS will first issue the comprehensive instructions for documenting safety assessments and safety plans as a policy memo and later include this information into the comprehensive revisions of the CPS Investigation and Ongoing Services Standards.

10/04: Work in this area will include greater emphasis on recognizing and addressing domestic violence, mental health, substance abuse and other issues.

6/05: Action Step B.1 includes the development of a Safety Standard relating to safety assessment and planning, including assessment of parental protective capacities.

- The current introductory part of Action Step B.1 references updates to the CPS Investigation and Ongoing Service Standards. The comprehensive update of the CPS Ongoing Service Standards is addressed in PEP Action Step N.2. The timing for a comprehensive update of the CPS Investigation Standards is not addressed in the PEP and there are several issues outside the scope of the PEP affecting the Investigation Standards. These references are deleted.
- Benchmark task B.1.a is revised to specifically address the Safety Standard.
- Benchmark task B.1.b is revised to clarify that the Safety Standard will be issued in Quarter 4.
- The order of benchmark tasks B.1.d and B.1.e are changed.

9/05: B.1 – Safety Standards will be issued in Q5 rather than Q4 due to concern regarding volume in issues, which could result in further confusion about safety and management. Issuance in Q5 will align with eWiSACWIS release regarding changes in safety assessment and plan.

12/05: B.1 – Safety Intervention Standards posted to Bulletin Board in October 2005. Standards will be forwarded to WCHSA in December 2005 for review and approval. Standards will be issued on January 31, 2006. Effective date of the Standards will be changed to June 2006 to match the release date of changes in eWiSACWIS. Benchmark Date modified to reflect change.

3/06: B.1.b – Benchmark Achievement Date for issue of policy modified

3/06: B.1.c – Benchmark Achievement Date modified

3/06: B.1.d – Benchmark Achievement Date modified

<b>Outcome/Systemic Factor:</b>	<b>Permanency Outcome #1</b>	
<b>Performance Item: 6</b>	<b>Stability of Foster Care Placement</b>	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children.	
Performance Goal:	Year 1: Use national standard for Item 6.	Year 2: Use national standard for Item 6.
Measurement Method:	Item 6 - The existing WiSACWIS report, Placement Stability, being used for the national standard on Placement Stability will also be used to measure improvement for this item.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
C. Stabilize placements for children in foster care and reduce the actual and statistical re-entry of children into the foster care system.	<u>Re-entry to Placement</u>		
	C.1.a Define core factors affecting re-entry		
	1) Study populations and counties that drive high re-entry rates	OPEP	Q2
	2) Develop a review tool to determine re-entry reasons.	OPEP	Q3
	3) Conduct targeted case reviews in selected counties to determine the reasons for re-entry into out-of-home care.	BPP, QA contractor & Area Administration with Counties	Q3
	4) Analyze the results of the case reviews to identify program implications.	OPEP	Q5
	C.1.b Using the case review analysis:		
	1) Establish a workgroup consisting of BPP, BMCW, OPEP, Counties, Director of State Courts Office (DSCO), and tribes to draft a Trial Home Visit policy.	BPP, BMCW, OPEP & Workgroup Partners	Q4
	2) Develop a Trial Home Visit policy to guide the use of Trial Home Visits to reduce re-entry.	BPP & OPEP	Q6
	3) Issue DCFS Memo to implement the policy, including providing technical assistance and how to document in WiSACWIS.	BPP, Area Administration & WiSACWIS Project Team with Counties and BMCW	Q7
	4) Include Trial Home Visit policy in ongoing training courses.	BPP and Training Partnerships	Q8

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
C. (Cont.)	C.1.c Using the case review analysis: 1) Develop other program responses to address factors contributing to re-entry to care. 2) Provide technical assistance, training and system reporting instructions.	BPP and OPEP  BPP, Area Administration, WiSACWIS Project Team & Training Partnerships with BMCW & Counties	Q6  Q6
	<u>Placement Stability</u> C.2.a Define core factors affecting placement stability and placement disruptions 1) Study populations and counties that drive low placement stability rates 2) Develop a review tool to determine reasons for placement disruptions 3) Conduct targeted case reviews in selected counties to determine the reasons for lack of placement stability. 4) Analyze the results of the case reviews to identify program implications.	OPEP  OPEP  BPP, QA contractor & Area Administration with Counties  OPEP	  Q2  Q3  Q3  Q5
	C.2.b Using the case review analysis: 1) Develop program responses to address factors contributing to instability 2) Provide technical assistance, training, and system reporting instructions.	BPP & OPEP  BPP, Area Administration, WiSACWIS Project Team & Training Partnerships with BMCW & Counties	Q4  Q5
	<u>Placement Manual</u> C.3 Complete and release the WiSACWIS Placement Manual to better support consistency and quality of placement documentation.	OPEP & WiSACWIS Project Team	Q1 and update annually
	<u>Emergency Response Plan</u> C.4 Include “Emergency Response Plan” for children entering foster care in information to foster parents form to prevent placement disruption.  <b>Included in Task K.2 (3/1/06)</b>		

**Notes – Action Step C:**

10/04: C.4 - The DCFS goal is to clearly articulate policy guidance in user-friendly ways. In the past, policy has been transmitted through issuance of numbered memos. Going forward, DCFS may add other communication strategies for transmitting policy guidance.

10/04: See Action Step Q.2 and PEP Narrative for more information on the limited case reviews for C.1 and C.2.

3/05: C.3 - The placement handbook was initially issued in August 2004 and updates to the handbook will be issued in February 2005.

6/05: The responsible parties and timeframes for Action Steps C.1.a, C.1.c, C.2.a and C.2.b are updated.

9/05: C.1 and C.2 –CQI staff completed targeted case review of 200 cases to assess factors affecting the State’s re-entry and placement stability rates. Workgroup has begun to compile results. Analysis of the review will be completed in September o 2005 and shared with key parties in Q5.

12/05: C.1.a – Results analyzed by staff. Results to be shared with appropriate workgroups and stakeholders.

12/05: C.1.b. – Workgroup formed to develop Trial Home Visit Policy. Drafts reviewed at September, October and November Committee meetings. Draft being revised and will be reviewed by OHC in December. Completion dates for Benchmarks modified.

3/06: C.1.b.2 – Benchmark Achievement Date changed to Q7. Current development underway, but in effort to parallel the policy with the necessary changes in WiSACWIS, BPP is proposing to issue in Q7.

3/06: C.1.b.3 – Benchmark Achievement Date changed to Q8. BPP staff will work with WiSACWIS project team members in Quarter 6 to identify impact and changes needed to the automated system. BPP staff will provide technical assistance and how to document in WiSACWIS during Quarter 8 (prior to being effective). Policy will become effective at the end of Quarter 8

3/06: C.1.b.4 – Benchmark Achievement Date changed to Q8. BPP staff will work with Training Partnerships during Q8

3/06: C.1.a and C.2.a – Analysis completed by DCFS. Results shared with counties reviewed, staff from DCFS and the OHC committee. The OHC committee will use the analysis in future discussions.

3/06: C.1.c – Benchmark Achievement Date modified

3/06: C.2.a.4. – Benchmark Achievement Date modified

3/06: C.2.b.1 – Benchmark Achievement Date modified

3/06: C.2.b.2. – Benchmark Achievement Date modified

3/06: C.3 – Placement manual updated in 1/06

3/06: C.4 – This task has been incorporated into K.2 as part of revised information for foster parents form



<b>Outcome/Systemic Factor:</b>	<b>Permanency Outcome #1</b>	
<b>Performance Item: 7</b>	<b>Permanency goal for child</b>	
<b>8</b>	<b>Reunification, guardianship, or permanent placement with relatives.</b>	
<b>9</b>	<b>Adoption</b>	
<b>10</b>	<b>Permanency goal of other planned permanent living arrangement.</b>	
PEP strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: Use national standards for Items 8 and 9. State goals will be set for Items 7 and 10.	Year 2: Use national standards for Items 8 and 9. State goals will be set for Items 7 and 10.
Measurement Method:	Item 7: Improvement in permanency planning will be measured for state purposes using a new WiSACWIS report. The CFSR-style case reviews described in Action Step Q will also be used to provide data for state measurement. Item 8 - The existing WiSACWIS report, Time to Reunification, being used for the national standard on Time to Reunification will also be used to measure improvement for this item. Item 9 - The existing WiSACWIS report, Time to Adoption, being used for the national standard on Time to Adoption will also be used to measure improvement for this item Item 10 - The new WiSACWIS report for Item 7 will also be used to measure improvement for this item. The case reviews described in Action Step Q will also be used to provide data for state measurement.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
D. Increase the speed and effectiveness of placing children in permanent or adoptive homes when they can no longer be safe with their parents.	<u>Concurrent Permanency Planning</u> D.1 Develop policy/procedure to support establishment of concurrent permanency plan goals. 1) Establish a workgroup consisting of counties, tribes, Director of State Courts (DSCO), Office of Legal Counsel (OLC) BMCW and BPP to develop support strategies. 2) Use State Permanency Consultants to support concurrent planning efforts. 3) Provide training and technical assistance to county child welfare agencies, BMCW and Tribes on effective concurrent planning and related practice issues.	BPP, BMCW, DSCO, OLC, Counties & Tribes  BPP  BPP, DSCO, OLC, Area Administration & Training Partnerships	Q2  Start in Q4, continue in Q5  Start in Q4, continue in Q5

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
D. (Cont.)	<u>Permanency Plan Procedures</u> D.2 1) Develop policy clarification on the following permanency plan issues: <ul style="list-style-type: none"> <li>• definitions, procedures and content of initial and subsequent permanency plans,</li> <li>• permanency plan reviews,</li> <li>• permanency plan hearings,</li> <li>• transition plans for Independent Living.</li> </ul> 2) Issue clarification through DCFS Numbered Memo	BPP & Workgroup Partners  BPP & DSCO	Q4  Q4
	<u>Permanency Plan Reviews</u> D.3 Develop information materials for permanency plan reviewers.	BPP, DSCO & OLC	Q5
	D.4 1) Develop policy clarification on the following issues: <ul style="list-style-type: none"> <li>• authority to enable TPR prior to identification of adoptive resource,</li> <li>• application of exceptions to the reasonable efforts requirement,</li> <li>• definitions of “difficult to place” and “at-risk” children</li> </ul> 2) Issue clarification through DCFS Numbered Memo	BPP & Workgroup Partners  BPP	Q4  Q5

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
D. (Cont.)	<u>Foster and Adoptive Family Assessments</u> D.5.a Integrate the Foster Family Assessment and Adoptive Family Assessment into one Foster/Adoptive Family Assessment. 1) Establish a workgroup consisting of BPP, BMCW, Counties, Tribes, and Wisconsin Foster and Adoptive Parent Association (WFAPA).	BPP & Workgroup Partners	Q6
	D.5.b Distribute the new Foster/Adoptive Family Assessment to counties and encourage its use to license homes under Ch. HFS 56. 1) Require use of the combined Foster/Adoptive Family Assessment for the adoption program. 2) Provide technical assistance to counties for use of combined assessment.	BPP  BPP & Area Administration	Q7  Q7 and ongoing
	D.5.c Update WiSACWIS to change the Foster Family Assessment to the Foster/Adoptive Family Assessment	BPP & WiSACWIS Project Team	Q8
	<u>Measurement</u> D.6. Develop WiSACWIS report for state measurement of Items 7 and 10.	OPEP & WiSACWIS Project Team	Q3

#### Notes – Action Step D

10/04: D.1 - Also see Action Step N and Benchmark O.3.

10/04: The policy on concurrent planning and other policies related to permanency planning will be first issued as a separate policy and then included in Ch. HFS 44.

6/05: D.1 - The concurrent permanency planning guide is currently in draft form and was posted in May 2005 to the PEP bulletin board for public comment.

6/05: D.4 - The DCFS has secured approval for 10 days of consultation and is currently working with the National Resource Center on Legal and Judicial Issues in reviewing drafts of the proposed administrative rule to assist in developing training curricula on permanency planning related issues for judges, district attorneys, corporation counsels, and child welfare agency staff.

9/05: D.1 – The Continuous Permanency Planning Timeline is complete and DCFS Numbered Memo is in approval process.

9/05: D2 and D4- A draft informational memorandum on Current Federal and State Requirements for Permanency Plan Content and procedures contains clarification on: definitions, procedures and content of initial and subsequent permanency plans; permanency plan reviews, permanency plan hearings; transition plans for Independent Living; the authority to enable TPR prior to identification of adoptive resource and; application of exceptions to the reasonable efforts requirements. This memorandum is in the process of being published by DCFS. In addition, a memorandum on definitions of “difficult to place” and “at-risk children” is being drafted for

**Notes – Action Step D**

review by Division staff and PEP committees. A change was made in Benchmark Achievement Date for D2 and D4 from Quarter 3 to Quarter 4.

9/05: D.3 – Survey being piloted in approximately six counties and will be sent to all counties in late 2005 regarding the use of administrative review panels and any if any training is provided to reviewers. Recommendation of development of permanency plan reviewer handbook, to be shared as draft in Q4.

9/05: D.5 – Kate Cleary presentation on SAFE on July 13, 2005. Tool posted on bulletin board for review and comment.

9/05: D-6: - Completion date changed to Q4.

12/05: D.1 Intro - The task title is changed to concurrent permanency planning.

12/05: D.1.1 – The emphasis of this task is changed to developing support strategies rather than policy development.

12/05: D.1.2 – This task is changed to focus on State Permanency Consultant activities to support concurrent planning.

12/05: D2 and D.4 – DCFS published Information Memo 2005-11 on Current Federal and State Requirements for Permanency Plan Content and Procedures. Separate Memo on definition of “difficult to place and at risk children” has been drafted will be provided to OHC Committee in December for review and comment.

12/05: D.3 – Benchmark date modified. Brochure created by workgroup. Posted to PEP Bulletin Board on two separate occasions. The comments posted assisted in further development of the brochure. Brochure will be made available on the internet and can be ordered in hard copy through the DHFS Publication Center.

12/05: D.4.2 – Numbered Memo to be issued in Quarter 5. Benchmark date modified to show change.

12/05: D.5 – Draft product of combining FFA/AFA were completed. SAFE study process was reviewed, and pro’s and con’s to each process were developed. Goal is a final recommendation to the PEP implementation committee.

12/05: D.6 Based on report development process, report to be released in February 2006. Benchmark Date modified to reflect change.

3/06: D.3 - Informational memo on booklet called A Guide For Permanency Plan Administrative Review Panel Members was issued 12/7/05. During Quarter 6, the booklet will be published and made available on the internet for downloading, which will allow agencies who have additional information for their reviewers, to tailor the booklet. Once published, the booklet can be ordered in hard copy through the DHFS publication center

<b>Outcome/Systemic Factor:</b>	<b>Permanency Outcome 2</b>	
<b>Performance Item: 12</b>	<b>Placement with Siblings</b>	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1: State goal will be set for Item 12.	Year 2: State goal will be set for Item 12.
Measurement Method:	Item 12 - - Improvement will be measured for state purposes using a limited case review and the case reviews described in Action Step Q. A new WiSACWIS report will also be developed.	

## COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
E. Maintain and support family connections by updating and implementing policies on sibling placement.	<u>Case Documentation</u> E.1.a Develop guidelines/policy for clearly documenting efforts and reasons for not placing siblings together when placement as a group is not possible 1) Issue policy on placement documentation. 2) Specify location in WiSACWIS for documenting placement efforts.	BPP  BPP & WiSACWIS Project Team	Q5  Q5
	E.1.b Implement policy through standard training/orientation and technical assistance with child welfare supervisors on current laws.	BPP	Q6-7
	<u>Placement Incentive</u> E.2.a Explore use of exceptional rate structure to promote sibling group placement.	BPP & BMCW	Q3
	E.2.b Issue guidance on use of exceptional rate to support sibling placements.	BPP	Q5
	<u>Number of Children</u> E.3 Develop a strategy for recruiting foster families willing to take sibling groups. 1) Propose elimination of the current limit of 6 children in foster homes to accommodate placement of siblings. 2) Revise Adm. Rule Ch. HFS 56 and submit for legislative review and approval	BPP  BPP	Q4  Q7 (see items K.4 and K.5)

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
E. (Cont.)	3) If approved, issue the revised rule and purpose of the revision to foster care coordinators, foster parents groups, judges and other child placing agencies, as well as local child welfare agencies.	BPP & DSCO	Q8
	<u>Measurement</u> E.4. Develop data sources for measurement. 1) Develop WiSACWIS report. 2) Conduct limited case review.	OPEP & WiSACWIS Project Team BPP & QA contractor	Q2 Q3

**Notes – Action Step E:**

10/04: E.1 Define what activities demonstrate sufficient effort to place siblings together in policy.

10/04: E.3 The allowance for exceeding the limit of 6 children in a foster home would be provided only for the purpose of a foster parent accepting a large sibling group.

10/04: DCFS is participating in the Adopt US Kids initiative that includes an effort to recruit families to take groups of siblings.

9/05: E.1 Latest draft of the Informational Memo on Documentation of Sibling Placement will be submitted to the Out of Home Care Committee for consideration

9/05: E.1 A location in eWiSACWIS has been identified for documenting placement efforts and a request to modify the screen will be made

9/05: E.1.b The Out of Home Care Committee developed a strategy for training on the new policy

9/05: E.2 – E.2. is incorporated into the guidance/policy for benchmark tasks E.1.a

9/05: E.4 – Measurement method is revised to reflect the development of an eWiSACWIS report on placement of siblings.

12/05: E.1.a - This item is expected to be issued in Quarter 5. Benchmark date is delayed due to additional feedback from committee members.

12/05: E.3 – All items that include revisions to Ch. HFS 56 have been coordinated to be in the same Quarters. Changes will be submitted for legislative review in Q7 and issues or implemented in Q8 (see items K.4 and K.5). Benchmark dates changed to show change.

3/06: E.1.a. - DCFS Info Memo 2006-01 “Placement of Siblings in Out-of-Home Care was issued 1/17/06.

3/06: E.1.a.2 – Benchmark Achievement Date modified.

3/06: E.1.b. – Since the memo was issued at the end of Q5, training and orientation on the memo will be provided in Q6 and Q7

3/06: E.2.b. – Use of exceptional rate included in Info Memo 2006-01

3/06: E.3.1 – The OHC Committee has approved draft language to edit Ch. HFS 56 to allow exceptions to the current limit of 6 foster children in a foster home to accommodate sibling groups.

<b>Outcome/Systemic Factor:</b>	<b>Permanency Outcome 2</b>	
<b>Performance Item: 13 14</b>	<b>Visiting with parents and siblings Preserving connections</b>	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1: State goals will be set for Items 13 and 14.	Year 2: State goals will be set for Items 13 and 14.
Measurement Method:	Item 13 – Improvement will be measured for state purposes using a limited case review and the case reviews described in Action Step Q. Item 14 - Improvement will be measured for state purposes using a limited case review and the case reviews described in Action Step Q. Improvement on ICWA is measured under Action Step G.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
F. Maintain and support family connections for children in out of home care by clarifying policies on family participation in case planning, visitation and establishing paternity.	<u>Visitation and Interaction Policy</u>		
	F.1.a Develop a policy on visitation and family interaction that promotes interaction with mothers, fathers and siblings.		
	1) Establish a workgroup consisting of Counties, Tribes, and BMCW	BPP	Q3
	2) Recommendations for developing and implementing family interaction plan.	BPP & Workgroup Partners	Q3
	3) Issue interim numbered memo on visitation/family interaction policy.	BPP	Issue in Q3, effective in Q4
	4) Identify location in WiSACWIS to document the family interaction plan.	BPP & WiSACWIS Project Team	Start Q3, release in Q5
	5) Provide training and technical assistance for child welfare supervisors.	BPP & Area Administration	Q4 and ongoing
	6) Incorporate into pre-service training for foster parents and staff.	BMCW & Training Partnerships	Q6 and ongoing
	F.1.b Revise Ongoing Service Standards to include Family Interaction policy		
	<b>Task deleted - 12/1/05</b>		

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
F. (Cont.)	<u>ICWA Notification</u> F.2 Develop and implement statewide identification and notification procedures to assure compliance with the Indian Child Welfare Act. 1) Develop forms with Tribes. 2) Incorporate into WiSACWIS 3) Issue DCFS Numbered Memo on ICWA notification. 4) Include as part of Indian Child Welfare Act training 5) ICWA Specialist to follow up with counties and tribes to assure that notification policies are being followed	BPP & Tribes BPP & WiSACWIS Project Team BPP  BPP & Training Partnerships  BPP	      Q1 Q1 Q5  Start Q5  Q5 and ongoing
	<u>Measurement</u> F.3 Develop data sources for measurement. 1) Conduct limited case review.	BPP , OPEP & QA Contractor	Q3

#### Notes – Action Step E:

10/04: F.1 - Include in policy/standards attention to family/parent identification of traditions, faith affiliation, contact with extended family, etc. for their children.

10/04: F.1 – Include in policy the purpose of and opportunities for family interaction, the criteria for establishing the frequency of visitation based on the child’s age, needs, etc., the activities that promote timely permanence, and the criteria for supervised and unsupervised visits.

10/04: F.1 - The Ongoing Services Standards are also affected by Action Steps J and N. The visitation and interaction policy will be issued in Q3 and then later incorporated into the revision of the Ongoing Services Standards.

10/04: F.2 – Provide training and other communication on WiSACWIS changes.

10/04: F.3 – Include in Core training the policy of and process for referring children to tribes for determination of Indian status and notice for tribal involvement.

3/05: F.1 – Included interim policy memo under Benchmark F.1.a..3 that was previously included in Benchmarks N.1.1 and N.2.1.

6/05: F.2 - Four WiSACWIS templates for Indian Child Welfare Act (ICWA) purposes were developed in conjunction with the tribal child welfare group and were made available for statewide use in the December 2004 WiSACWIS release.

9/05: F.2 - An ICWA training curriculum including the forms was developed and piloted in Quarter 3.

9/05 F.2 - The policy memo outlining the procedures for identifying Indian children was drafted in Quarter 1 and has been under revision. It will be completed in Quarter 4.

9/05: F.3 – Measurement method for CFSR Item 14 is revised to clarify that the case review process applies to preserving connections in general.

9/05: F.1 eWiSACWIS changes related to the revision of the Ongoing Service Standards will not be implemented until June of 2006, thus the effective date of the revised Ongoing Service Standards will be delayed to June of 2006. Completion date for benchmark F.1.b is modified accordingly.

12/05: F.1.a.4 – “Initial Family Interaction Plan” case note type added to WiSACWIS for December 2005 release. Updated Family Interaction Plan made available in



**Notes – Action Step E:**

December 2005 release. “Supervised Interaction, Unsupervised Interaction, Agency Unable to Provide Family Interaction and Policy Exceptions for Family Interaction Plan “case note types added.

12/05: F.1.a.5 – Twelve roundtables held across the state, with 2 sessions in each location. One session was made available via webcast.

12/05: F.1.b - Task F.1.b relating to revising the Ongoing Service Standards is deleted.

12/05: F.2.3 – Minor changes to Numbered Memo as a result of WCHSA review. Will be issued in Q5. Benchmark date modified.

12/05: F.2.4 – ICWA Specialist hired in Q4. Benchmark date modified to allow Specialist time to meet with counties and tribes.

3/06: F.1.a.6 - Benchmark Achievement Dates changed to Q6 and ongoing. The policy has been incorporated into the Foster Parent Handbook, which all foster parents will receive. During Quarter 6, the policy will also be incorporated into foster parent pre-service curriculum, which is currently being revised by BPP and Training Partnership staff (Note: pre-service for foster parents is not/will not be mandated). During Quarter 5, the policy was incorporated into the foundation training for caseworkers (course: Separation, Placement, and Reunification).

3/06: F.2.3. – Benchmark Achievement Date modified

3/06: F.2.4. – Benchmark Achievement Date modified

3/06: F.2.5. – Benchmark Achievement Date modified

<b>Outcome/Systemic Factor:</b>	<b>Permanency 2</b>	
<b>Performance Item: 14</b>	<b>Indian Child Welfare Act – Preserving tribal connections</b>	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children. 7) Assure the quality and effectiveness of services for children and families by regularly reviewing our programs and practices	
Performance Goal:	Year 1: State goal will be set for Item 14 ICWA.	Year 2: State goal will be set for Item 14 ICWA.
Measurement Method:	Item 14 ICWA - Improvement will be measured for state purposes using a new WiSACWIS report and the case reviews described in Action Step Q.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
G. Assure that all parties in the child welfare system are aware of and are acting in compliance with the requirements of the Indian Child Welfare Act (ICWA).	<u>ICWA Requirements</u>		
	G.1.a Communicate clarification of ICWA requirements to assure compliance.		
	1) Consult with OLC, BMCW, Bureau of Regulation and Licensing (BRL), DSCO, Department of Justice (DOJ), Counties, Tribes, and private agencies to identify methods for informing all stakeholders.	BPP & Consultation Partners	Q3
	2) Issue DCFS Numbered Memo on ICWA requirements to counties and tribes.	BPP	Q6
	3) Work with BRL, DSCO and DOJ on communication with other stakeholders.	BPP & Consultation Partners	Q6 and ongoing
	G.1.b.		
	1) Seek input from OLC, BMCW, counties and tribes to develop statutory language proposal for incorporating ICWA into Ch. 48 and, as appropriate, Ch. 938	BPP & Consultation Partners	Q4
	2) Develop legislative proposal and seek introduction in 2006 legislative session	BPP	Q6
	G.1.c Coordinate with OLC, BMCW, Counties, Tribes and Training Partnerships to develop mechanisms for a variety of training modes (e.g., formal, web-based, distance learning) and provide training on ICWA and Wisconsin law and policies.	BPP & Training Partnerships	Q5

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
G. (Cont.)	G.1.d Identify and implement WiSACWIS enhancements to assure compliance with ICWA notification. <b>This task accomplished under F.2.2 – 3/1/06</b>		
	G.2. Hire an Indian Child Welfare Specialist position in DCFS dedicated to improving Indian Child Welfare statewide.	BPP	Q4
	G.3 Incorporate regular monitoring of ICWA compliance into the QA process under Action Item Q	BPP	Q4
	<u>Measurement</u> G.4. Develop data sources for measurement. 1) Develop WiSACWIS report	OPEP & WiSACWIS Project Team	Q2

#### Notes – Action Step G:

10/04: G.2 - The new ICWA Specialist in BPP will provide ongoing technical assistance to and monitor the compliance of counties with these requirements.

6/05: G.1 - The DHFS adopted a policy effective March 10, 2005 related to consultation with tribes.

6/05: G.2 - The ICWA Specialist position will be re-announced using a recruitment process with more tribal involvement.

9/05: G.1 – DHFS/DCFS staff met with tribal staff on human services and health issues, and will continue in Q4. Draft curriculum developed on issues related to Indian culture, sovereignty, relationships with state and counties and related topics. DCFS included in legislative package to DHFS Secretary proposal that ICWA be incorporated into Wisconsin Statutes in Ch. 48.

9/05: G.2. – Re-Opened the recruitment process for the ICWA Specialist position.

9/05: G.4. – Measurement method is revised to clarify the development of an eWiSACWIS report for ICWA monitoring purposes. ICWA requirements will be addressed in the ongoing case reviews.

12/05: G.1 – Benchmark date modified to reflect ongoing revisions to Tribal Consultation policy

12/05: G.2 – ICWA specialist hired

12/05: G.3 – CQI incorporated select ICWA requirements into the QSR protocol. ICWA language has been added to other performance indicators where appropriate. The Manager of the CQI program will meet with the 11 tribes to explain CQI process and ascertain tribal interest in participation of future reviews.

3/06: G.1.a.2. – Benchmark Achievement Date modified

3/06: G.1.a.3. – Benchmark Achievement Date modified

3/06: G.1.b.2. – Legislative proposal is currently being drafted. Depending on when the draft is ready, DCFS will seek introduction in 2006 legislative session.

3/06: G.1.d – This task was accomplished under F.2.2. The ICWA notification templates were issued in 12/04.

<b>Outcome/Systemic Factor:</b>	<b>Permanency Outcome 2</b>	
<b>Performance Item: 15</b>	<b>Use of Relatives for Placement</b>	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice	
Performance Goal:	Year 1: State goal will be set for Item 15.	Year 2: State goal will be set for Item 15.
Measurement Method:	Item 15- Improvement will be measured for state purposes using a limited case review and the case reviews described in Action Step Q.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
H. Maintain and support family connections for children in out of home care by searching for relatives as possible child placements.	<u>Family Member Identification</u> H.1 Enhance efforts to identify, locate and engage family members by: 1) Establishing workgroup consisting of Counties, Tribes and BMCW to develop policy and tools for conducting relative search. 2) Examining statutory barriers and practice expectations regarding engaging fathers and alleged fathers. 3) Identifying tools caseworkers can use to help locate relatives (i.e. how to conduct a relative search) 4) Developing policy/criteria to define what constitutes sufficiency of effort to identify and locate relatives and when throughout the case process to pursue identification/location of relatives. 5) Implementing policy through standard training/orientation and technical assistance for child welfare supervisors	BPP & Workgroup Partners  BPP  BPP  BPP  BPP & Area Administration	Q4  Q5  Q6  Q7  Q7

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
H. (Cont.)	<u>Sharing Information</u> H.2 Identify what information can be shared with relatives in order to provide appropriate care of children. <ol style="list-style-type: none"> <li>1) Obtain legal opinion on extent information can be shared.</li> <li>2) Identify what information needs to be shared with relatives that would require a statutory change.</li> <li>3) Develop and disseminate guidelines/policy for what information can be shared under what circumstances.</li> <li>4) Develop statutory language proposal to expand the information that can be shared with relatives.</li> <li>5) Seek legislative consideration of proposal in 2006 legislative session</li> </ol>	BPP & OLC  BPP  BPP  BPP  BPP	Q2  Q2  Q6  Q5  Q6
	<u>Relative Safety Assessment</u> H.3 Develop criteria, policy and procedures for assessing the safety of a child placed in a relative home: <ol style="list-style-type: none"> <li>1) Incorporate relevant criteria from the family safety assessment.</li> <li>2) Seek technical assistance from the National Resource Center on Child Maltreatment, a review of current models, written resources and other materials for assessing the safety of a relative placement</li> <li>3) Issue guidance for documentation</li> <li>4) Include in pre-service/foundation/ ongoing training for child welfare workers and supervisors.</li> </ol>	BPP	Q7

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
	<u>Relative Placement Survey</u> H.4.a Use the foster parent and worker focus groups in county QSR reviews to determine: <ol style="list-style-type: none"> <li>1) The extent to which relatives are being used for placement of a child</li> <li>2) Barriers to using relatives for placement purposes.</li> </ol>	BPP & OPEP	Q5
	H.4.b Analyze focus group data and take appropriate steps to increase use of relatives for placement.	BPP & OPEP	Q6 and ongoing
	<u>Measurement</u> H.5. Develop data sources for measurement. <ol style="list-style-type: none"> <li>1) Conduct limited case review.</li> </ol>	BPP & QA Contractor	Q3

#### Notes – Action Step H:

10/04: H.1 - As noted in Action Step I.1, DCFS will explore use of parent locator system for child support agencies with the Department of Workforce Development.

3/05: H.1 – DCFS is working with DWD on access to the KIDS system for child welfare staff to access parent locate information.

3/05: H.1, H.3 and H.5 – Benchmark achievement dates have been modified so data will be available for the workgroup under H.1.

6/05: H.2 - An opinion was obtained from the DHFS Office of Legal Counsel (OLC) on the extent that information about children can be shared with relatives and potential caregivers to assist in placement decisions.

9/05: H.2 – Revised draft Informational Memorandum has been posted to the PEP Bulletin Board for comment. Out of Home Care Committee members will present the revised draft memo to their Corporation Counsels or District Attorneys for review and report back to the Committee with their respective feedback.

9/05: H.4 – The Relative Placement Survey was revised as requested by the Out of Home Care Committee and sent to each county and tribe in Wisconsin. Responses were requested by 8/31/05. Several changes were requested.

9/05: H.4 – OPEP identified a Sibling Placement Report, which will provide data on the extent to which relatives are being utilized as a placement for a child.

12/05: H.4 – Survey was delayed in September due to the use of new technology to employ an online survey format. Information has been entered into the online format, but additional edits were necessary. The survey should be completed and information compiled by the end of Q5.

12/05: H.1. – OHC Birth Family Involvement Workgroup has been assigned these items. Workgroup has begun to identify tools for locating relatives and parents, and may develop policy. Review of current policy to determine barriers to engaging con-custodial father and relatives.

12/05: H.2. – Information Memo identifying information that can be shared with relatives was approved by the OHC Committee and posted to Bulletin Board. Awaiting opinion from Legal Counsel, and hope to issues Memo in Q5. Amendment to SB 284 sent to Wisconsin Assembly, where it received Public Hearing. Further Action pending in Assembly. The completion benchmark H.2 changed to Q5 is modified accordingly.

2/06: H.2.3) and 4) - The policy has been developed, but legislation that would change current law is pending in the Legislature. Senate Bill 284 should either pass or fail to pass by June 1, 2006. The policy will issue in Q7 with either current law or the new law depending on what happens with SB 284.

3/06: H .4.b. - Initial analysis of the survey data was provided to the Out of Home Care Committee in Q 5. Further analysis will be done.

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**Notes – Action Step H:**

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3/06: H.1.2 – Benchmark renumbered and Achievement Date moved to Q7

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3/06: H.1.3 – Benchmark Achievement Date moved to Q6

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3/06: H.1.4 – Benchmark renumbered and Achievement Date moved to Q7

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3/06: H.1.5 – Benchmark renumbered

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3/06: H.2.3. – Date delayed pending legislative action

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3/06: H.2.5 – DCFS proposal was included in SB 284, which is pending legislative approval

<b>Outcome/Systemic Factor:</b>	<b>Permanency 2</b>	
<b>Performance Item: 16</b>	<b>Relationship of child with parent.</b>	
PEP Strategy	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: State goal will be set for Item 16.	Year 2: State goal will be set for Item 16.
Measurement Method:	Item 16- Improvement will be measured for state purposes using a limited case review and the case reviews described in Action Step Q.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
I. Enhance the role of non custodial parents and other family members as prospective placement resources by developing policies and procedures on engagement, including documentation of activities to locate, adjudicate, and involve non-custodial parents.	<u>Non-custodial Parents</u>		
	I.1 Work with OLC, DSCO, BMCW, Counties and Tribes to identify all policies (# memos, administrative rules, statutes) that negatively impact the involvement of non custodial parents and other relatives.	BPP & Workgroup Partners	Q6
	1) Change policies, if necessary, in conjunction with the workgroup mentioned above.	BPP	Q6
	2) Issue revised policies and guidance for documenting effort to locate, adjudicate, and involve non custodial parents.	BPP	Q7
	3) Create a tool in WiSACWIS to remind caseworkers to locate/involve fathers throughout the case.	BPP & WiSACWIS Project Team	Q7
	4) Work with the Department of Workforce Development to expand use of the KIDS child support system by child welfare staff to locate parents.	BPP	Q7
	5) Provide training to child welfare supervisors on locating and involving non custodial parents and include policies and procedures related to adjudicating paternity and, in cases involving Indian children, obtaining an acknowledgement of paternity.	BPP, BMCW & Training Partnerships	Q7



Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
I. (Cont.)	<u>Measurement</u> I.2.     Develop data sources for measurement. 1)    Conduct limited case review.	BPP, OPEP & QA Contractor	Q3

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**Notes – Action Step I:**


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10/04: DCFS will use the National Resource Center for Family Centered Practice to assist with developing procedures to involve non-custodial parents.

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3/06: I.1.2 - Benchmark Achievement Date moved to Q7

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3/06: I.1.4 – Description changed to reflect use of KIDS system.

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<b>Outcome/Systemic Factor:</b>	<b>Well-Being 1</b>	
<b>Performance Item: 17</b>	<b>Needs and services of child, parents and foster parents.</b>	
<b>18</b>	<b>Child and family involvement in case planning.</b>	
<b>20</b>	<b>Worker visits with parents</b>	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children. 7) Assure the quality and effectiveness of services for children and families by regularly reviewing our programs and practices	
Performance Goal:	Year 1: 1% improvement for each of Items 17, 18 and 20.	Year 2: 2% improvement for each of Items 17, 18 and 20.
Measurement Method:	Item 17- A limited case review will be conducted to collect data that will be used along with CFSR results for Item 17 to establish the baseline performance level. The case reviews described in Action Step Q will be used to provide data for the quarterly progress reports. Item 18- A limited case review will be conducted to collect data that will be used along with CFSR results for Item 18 to establish the baseline performance level. The case reviews described in Action Step Q will be used to provide data for the quarterly progress reports. Item 20 - A new WiSACWIS report regarding frequency of worker contact will be developed to establish the baseline performance level based on Q1 and Q2 results and for the quarterly progress reports. The case reviews described in Action Step Q will also be used to provide data for the quarterly progress reports.	

## COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
J. Ensure that Wisconsin's <u>Ongoing Child Protective Services Standards and Guidelines</u> (for children served by the child protective services system) effectively and appropriately guide workers in assessing and responding to the needs of children, parents and foster parents.	<u>Family Assessment/Case Plan</u> J.1.a Revise the Ongoing Service Standards regarding family assessment and case planning.  <b>Task Deleted - 12/1/05</b>		
	J.1.b Update the Wisconsin Model to reflect revisions to family assessment and case planning procedures. 1) Establish a workgroup of counties, BMCW and Child Welfare Training Partnership to revise the assessment, case plan and case progress evaluation. 2) Develop revised document formats. 3) Modify eWiSACWIS to include revised assessment/case plan format. 4) Continue to explore improvements to Wisconsin Model procedures.	BPP & Workgroup Partners   BPP BPP & WiSACWIS Project Team  BPP & Workgroup Partners	Q3   Q4 Start Q5, release in Q7  Q7

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
J. (Cont.)	<u>Service Matching</u> J.2 Improve caseworker matching of services to service needs by: <ol style="list-style-type: none"> <li>1) Giving caseworkers information about resources available in the community.</li> <li>2) Incorporating into pre-service training how specific services meet identified needs to achieve outcomes.</li> <li>3) Developing tools and information to promote creative service development</li> </ol>	BPP with Counties & BMCW  BPP & Training Partnerships  BPP with Counties & BMCW	Q7
	<u>Barriers to Engagement</u> J.3.a Determine barriers to engagement of families. <ol style="list-style-type: none"> <li>1) Conduct regional focus groups with child welfare caseworkers.</li> <li>2) Develop actions/tasks based on the barriers.</li> </ol>	BPP & Area Administration	Q4
	J.3.b Revise training curriculum available through the Child Welfare Training Partnership courses to enhance the engagement skills of caseworkers.	BPP & Training Partnerships	Q5
	J.3.c Provide training and technical assistance to child welfare supervisors on removing barriers to family engagement and methodologies for establishing and maintaining family engagement.	BPP & Training Partnerships	Q6 and ongoing
	<u>Caseworker Contact</u> J.4 Develop and implement a policy on caseworker-parent/family face-to-face contact. <ol style="list-style-type: none"> <li>1) Establish workgroup consisting of counties, tribes, BMCW and Child Welfare Training Partnership to draft policy.</li> </ol>	BPP & Workgroup Partners	Q4

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
J. (Cont.)	J.4 2) Identify impact on WiSACWIS 3) Issue policy and guidance for documenting contact. 4) Train caseworkers through roundtables and provide technical assistance to counties. 5) Update Training Partnership courses to increase effectiveness of worker visits.	BPP & WiSACWIS Project Team BPP BPP & Area Administration BPP & Training Partnerships	Q4 Issue in Q4, effective in Q5 Q5 Q5
	<u>Measurement</u> J. 5 Develop data for measurement: 1) Modify an existing WiSACWIS report regarding the frequency of face-to-face contact for use on a statewide basis. 2) Conduct limited case review.	OPEP & WiSACWIS Project Team BPP, OPEP & QA Contractor	Q1 Q3

#### Notes – Action Step J:

10/04: The Ongoing Services Standards are also affected by Action Steps F and N

10/04: J.4 - Issues to consider in developing policy include minimum frequency of contact, quality of caseworker family visits, and the purpose of visits in relation to the family assessment and case planning process as well as to the case progress evaluation process.

10/04: The policy on caseworker contact will be issued first via DCFS Memo and then later incorporated into the comprehensive revision of the Ongoing Service Standards.

10/04: DCFS will use the National Resource Center for Family Centered Practice to assist with revision of the Ongoing Service Standards.

9/05: eWiSACWIS changes related to the revision of the Ongoing Service Standards will not be implemented until June of 2006, thus the effective date of the revised Ongoing Service Standards will be delayed to June of 2006. Completion date for benchmark J.1.a.2 are modified accordingly.

9/05: J.3.a. – 10 focus groups were held across the state during Q3.

9/05: J.4. – Policy drafted and posted on PEP Bulletin Board and will be sent to WHCSA for review.

12/05: J.1.a - Task J.1.a relating to revising the Ongoing Service Standards is deleted.

12/05: J.1.b – This task is revised to focus on changes to Wisconsin Model procedures, primarily the family assessment, case plan and case progress evaluation formats in eWiSACWIS.

12/05: J.3.a – Actions/tasks were identified in categories of practice, resources, cultural, agency, communication/coordination, MH and AODA and training.

12/05: J.4 – Policy issued October 26, 2005 and will become effective January 31, 2006.

12/05: J.4.1 – Child Welfare Case Process committee will address item.

12/05: J.4.2 – No changes in WiSACWIS noted.

3/06: J.3.c – Benchmark Achievement Date changed to Q6 and ongoing

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**Notes – Action Step J:**

3/06: J.4.4. - Roundtables held in 5 regions and the Bureau of Milwaukee Child Welfare (Quarter 5). Q & A created as a result of roundtable discussions will be distributed to workers and supervisors across the state via Area Administration (Quarter 6)

3/06: J.4.5. – BPP staff have had discussions with the Curriculum Committee, who have incorporated the policy requirements into foundation training (Case Assessment and Planning)

3/06: J.3.b - During Quarter 5, BPP staff talked with Child Welfare Training Partnership to revise training courses to enhance the engagement skills of workers. The training system is going to pilot a stand alone training on engaging families and motivational interviewing, which will be piloted to initial assessment and ongoing workers in the Northeast Region. If this training proves effective in helping workers engage with families, it will be offered throughout the state. BPP will continue to work with the Training Partnership during Quarter 6 to revise training courses

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<b>Outcome/Systemic Factor:</b>	<b>Well-Being 1</b>	
<b>Performance Item: 17 34</b>	<b>Needs and services of child, parents and foster parents. Foster and adoptive parent training</b>	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: 1% improvement for Item 17.	Year 2: 2% improvement for Item 17.
Measurement Method:	Item 17, Benchmarks K.1 - K.4 – The CFSR results for Item 17 will establish the baseline performance level. The case reviews described in Action Step Q will be used to provide data for the quarterly progress reports. In addition, the existing WiSACWIS Placement Stability report will be used to measure the impact of foster parent support on placement stability. Item 34, Benchmarks K.4 - A survey will be conducted to determine the number of foster/adoptive parents who have complete pre-service and ongoing training as a percentage of total foster/adoptive parents to establish baseline data. Data will be collected on training activities to determine the additional number of persons trained.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
K. Increase the effectiveness of support for foster parents by improving their access to information, training and resources.	<u>Services to Foster Parents</u>		
	K.1.a Hold regional focus groups with foster parents, child placing agencies, contracted service providers and county foster care coordinators to:	BPP & Workgroup Partners	Q2
	1) Identify the service and support needs of foster parents.	BPP	Q2
	2) Develop a profile of needs and identify gaps in services and supports.	BPP	Q3
	3) Develop recommendations for responding to the identified needs.	BPP	Q3
	4) Make recommendation for developing support plans for foster parents by numbered memo and later Ch. HFS 44.	BPP & Workgroup Partners	Q5
	5) Develop curriculum for and provide training on foster parent support needs for joint trainings involving child welfare caseworkers and foster parents.	BPP & Training Partnerships	Q6 and ongoing

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K. (Cont.)	<u>Foster Child Assessment</u>	BPP & Consultation Partners	Q4
	K.2.a Seek input from Counties, BMCW, Tribes, and Foster Parents to modify the foster child information form that will guide foster care coordinators and child welfare workers in assessing a child's special needs.	BPP & BMCW	Q5
	1) Modify the information for foster parent form as needed.	BPP	Q6
	2) Issue revised information for foster parent form		
	K.2.b Provide training and technical assistance to foster care coordinators and child welfare workers on: 1) General support needs of foster parents 2) How to assess for a child's unique needs in a specific foster home and the support needs of the child's foster parents.	BPP, Area Administration & Training Partnerships	Q6 and Q7
	<u>Resource Center</u>		Q2
	K.3 Develop a Foster and Care and Adoption Resource Center that provides telephone support and referral, training of foster care coordinators and eventually increased training for foster parents.		
	1) Design Resource Center concept	BPP & Consultation Partners	Q1
	2) Conduct RFP Process and issue contract	BPP	Q1
	3) Opening of the Resource Center	BPP with Resource Center	Q2

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K. (Cont.)	<u>Pre-service and Ongoing Training</u>		Q4
	K.4.a Form a workgroup composed of Counties, Foster and Adoptive Parents, Tribes, BMCW and Training Partnerships to research the impact of mandating statewide foster and adoptive parent pre-service and ongoing training and determine:		
	1) Conduct a survey to determine current percentage of foster parents attending pre-service and ongoing foster parent training (this data would be used as baseline data).	BPP & Workgroup Partners	Q5
	2) Assess availability of current training and need for additional training.	BPP & Workgroup Partners	Q5
	3) Assess capacity to provide pre-service training on a regular basis.	BPP & Workgroup Partners	Q6
	K.4.a		
	4) Assess resource needs to provide pre-service training to all foster and adoptive parents.	BPP & Workgroup Partners	Q7
	5) Identify if revisions to HFS 56 are necessary.	BPP	Q7



Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
	<p>K.4.b Specify/define foster/adoptive parent pre-service and ongoing training needs.</p> <ol style="list-style-type: none"> <li>1) Review competencies for foster parent training.</li> <li>2) Specifically define pre-service training requirements based on competencies and identify curriculum that can be used (including PACE).</li> <li>3) Identify competencies that ongoing training will be based on and the hours of required training.</li> <li>4) Develop criteria for determining equivalencies and or exemptions for pre-service and ongoing training.</li> <li>5) Develop a method to consistently document training information in the foster care record.</li> </ol>	BPP, Resource Center and Training Partnerships	Q7
	<p><u>Foster Parent Handbook</u></p> <p>K.5.a Create workgroup composed of BMCW, Counties, Tribes, private agency staff, attorneys and foster parents to identify purpose, audience, and uniform content of a model handbook</p> <ol style="list-style-type: none"> <li>1) In conjunction with the workgroup, develop model handbook and submit for review by all counties, private agencies, tribes, legal staff, etc.</li> </ol>	<p>BPP and Workgroup Partners</p> <p>BPP</p>	<p>Q5</p> <p>Q6</p>
	<p><u>Foster Parent Handbook</u></p> <p>K.5.a</p> <ol style="list-style-type: none"> <li>2) Finalize and distribute model handbook.</li> <li>3) Communicate the requirement that Counties and other licensing agencies develop foster parent handbooks in consultation with their foster parents.</li> <li>4) Have all licensing agencies provide orientation/training on use of handbook.</li> </ol>	<p>BPP with Counties &amp; BMCW BPP &amp; BMCW</p> <p>BPP with Counties, BMCW and Licensing Agencies</p>	<p>Q7 Q7</p> <p>Q8</p>

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K. (Cont.)	K.5.b Include in foster parent handbook information on using and accessing community resources.	BPP with Counties & BMCW	Q7
	K.5.c Revise Chs. HFS 38, 54 and 56, if applicable, to require private child placing agencies to develop foster parent handbooks in consultation with their foster parents.	BPP & BRL	Q8

#### Notes – Action Step K:

10/04: K.2, K.4 and K.5 - BMCW involvement includes the Milwaukee Out-of-Home Care (foster home recruitment and licensing) contractor

3/05: K.3 – The Foster Care and Adoption Resource center contract was awarded by DCFS to Adoption Resources of Wisconsin in December 2004. Three regional Resource Center offices will begin operation in Spring 2005.

3/05: Since January 2005, the Resource Center has been actively conducting outreach, answering the statewide 800 inquiry telephone line, establishing a web site, hiring staff, meeting with stakeholders, and gathering information.

6/05: K.1- Comments were gathered from public and private agency foster care coordinators during March and April 2005 as well as foster and adoptive parents at the biannual Wisconsin Foster and Adoptive Parent Association conference in April 2005.

6/05: K.1 & K.4 - The Child Welfare Training Council has formed a committee on foster parent training.

6/05: K.3 - The first Foster Care and Adoption Resource Center Advisory Council meeting was held on April 29, 2005.

6/05: K.6 - The measurement strategies for Action Step K includes use of foster parent surveys and limited case reviews.

- Since the limited case reviews being conducted in Quarter 3 will not include stakeholder interviews, the use of limited case reviews is dropped as a measurement strategy for Action Step K.6.
- The surveys on foster parent training needs in Action Step K.6 will be incorporated into Action Step K.4 and the timing changed to Quarter 5 to be consistent with the rest of Action Step K.4.
- The result is that Action Step K.6 is eliminated and the measurement section of Action Step K is revised.

9/05: K.3 – Resource Center staff have been hired

12/05: K.1.a.4 – Committee Members and comments from the Bulletin Board did not recommend requiring the development of support plans for every foster home, but recommended providing examples of support plan documents for use by agency staff.

12/05 K.4 and K. 5 – All revisions to HFS 56 have been adjusted to the same Quarter (see item E.3). Changes will be submitted for legislative review in Q7 and issued or implemented in Q8.

3/06: K.2.a. – Revisions to an existing DCFS form have been made to achieve the goal of this item. OHC Committee members did not support the creation of a new assessment form due to workload issues and caseworkers not being experts or trained on the use of assessments. Finalization of the revised form is expected in Q6.

3/06: K.5.a. – The Foster Care and Adoption Resource Center is currently getting edits on their first draft of the Foster Parent Handbook.

3/06: K.1.a.4 – Achievement Date Modified

3/06: K.1.a.5. – BPP and Training Partnerships met to discuss the trainings currently being provided to child welfare caseworkers. It is believe that current training curriculum provides this information. There will be continued discussions on providing additional training regarding the support needs of foster parents. This item will be ongoing

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**Notes – Action Step K:**

3/06: K.2.b 1-2 – DCFS will be providing information regarding items 1 and 2 at statewide and regional Foster Care coordinators meetings. There is current training being provided to foster care coordinators and child welfare workers as part of the core CW training. This item will continue in Q7.

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3/06: K.4.a.3 – The Foster Parent Training committee will continue to address this item in Q7.

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3/06: K.4.b.6 – Revisions to the Numbered Memo began and will continue to be revised as training needs are more clearly defined by FP Training Committee and a timeline for curriculum development is established.

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3/06: K.2 – Task revised to focus on modification of the information for foster parent form. The revised form will incorporate emergency response plan under task C.4

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3/06: K.4.a - Benchmark tasks a.2, a.3, a.4 and a.6 are renumbered.

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3/06: K.4.a.5 – Deleted, covered by K.4.b.6

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3/06: K.4.b.5 – Deleted, covered by K.4.a.5

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<b>Outcome/Systemic Factor:</b>	<b>Well Being 3</b>	
<b>Performance Item: 22 &amp; 23</b>	Physical and mental health needs of the child	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: State goals will be set for Items 22 and 23.	Year 2: State goals will be set for Items 22 and 23.
Measurement Method:	Item 22- Improvement will be measured for state purposes using a limited case review and the CFSR-style case reviews described in Action Step Q. DCFS will also explore the use of Medicaid utilization data for state measurement purposes. Item 23 – Improvement will be measured for state purposes using a limited case review done by BMCW and the case reviews described in Action Step Q.	

**COMMENTS:**

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
L. Pilot managed care program in Milwaukee for children in foster care that will provide every child with mental, physical and dental health care.	<u>Managed Care Pilot</u>		
	L.1.a Develop a managed care program for foster children in Milwaukee with the Division of Health Care Financing (DHCF). 1) Conduct RFP process. 2) Select vendor 3) Award contract.	BMCW & BPP with DHCF and Milwaukee community reviewers  DHCF with BMCW DHCF DHCF	Q1 Q3 Q4
	L.1.b Begin implementation of the managed care organization (MCO) in Milwaukee. 1) Implement mental health screening and assessment processes 2) Implement dental care through MCO.	BMCW & DHCF with community partner involvement. BMCW & MCO  DHCF & MCO	Q6
	L.1.c Review preliminary results of the pilot for dental and mental health care.	BMCW & DHCF with BPP, OPEP & Bureau of Mental Health and Substance Abuse (BMHSAS)	Q8
	L.1.d Present preliminary findings to the statewide mental health workgroup and other health and dental care constituents and recommendations for the improving services in balance of the state.	BPP, DHCF & BMHSAS	Q8
	<u>Measurement</u> L.2 Develop data sources for measurement. 1) Evaluate Medical Assistance utilization data 2) Conduct limited case review.	BMCW, DHCF & OPEP  BMCW	Q8  Q8

L. (Cont.)

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**Notes – Action Step L:**

10/04: Action Steps L and M both address the process of screening and assessing persons for mental health service needs.

10/04: L.2 - The special case reviews will focus on the differences in health and mental health services between the BMCW and the balance of the state.

10/04 L.2 - The BMCW quality assurance program will monitor and measure the impact of the managed care program services for foster children in Milwaukee.

3/05: L.1 – The responsibilities for tasks under Benchmark L.1 are clarified.

3/05: L.2 - The limited case review will be conducted in Quarter 5 as part of the BMCW comprehensive review. Statewide CQI reviews will begin in Quarter 5.

6/05: L.1 – The vendor selection process is still pending and a contract has yet to be awarded.

9/05: L.1 – Contract tentatively awarded by DHCF, with contract negotiations underway.

9/05: L.2 – Completion dates for the benchmarks modified.

12/05: L.1 -Contracted negotiations continuing, with goal of having contract in place by the first quarter of 2006 for new children entering out of home care and receiving subsidized adoption assistance.

12/05: L.1 – Advisory committee meeting regularly to review implementation process. BMCW and DHCF are collaborating on improving the enrollment process for children in the pilot. Three subcommittees have been developed and are meeting regularly to ensure quality assurance, consumer protection and to establish rate setting.

12/05: L.2 – Completion dates for the benchmarks modified.

3/06: L.1.B – Federal Waiver modifications need approval before implementation, expected in April 2006.

3/06: L.1.C – Benchmark Achievement Date modified. Need to allow time for implementation before measure

3/06: L.2 – Benchmark Achievement Date modified. Need to allow time for implementation before measure

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<b>Outcome/Systemic Factor:</b>	<b>Well Being 3</b>	
<b>Performance Item: 23</b>	<b>Mental health needs of the child</b>	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: State goal will be set for Item 23.	Year 2: State goal will be set for Item 23.
Measurement Method:	The measurement method for Item 23 is described in Action Step L.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
M. Work with children's mental health experts and county and tribal child welfare agencies to: <ul style="list-style-type: none"> <li>Develop statewide policy and procedure for child welfare workers to effectively screen and assess of the mental health needs of children who have been abused or neglected.</li> <li>Create a capacity improvement plan for screening, assessment and treatment.</li> </ul>	<u>Mental Health</u> M.1 Develop policy and procedure to improve mental health screening for children in child welfare cases. <ul style="list-style-type: none"> <li>a) Form a statewide work group and a process for a statewide dialog to gain consensus on mental health practices in Wisconsin's child welfare system.</li> </ul>	BPP with Counties, BMCW, BMHSAS, DHCF, Area Administration and mental health advocacy groups	Q4
	M.1.b Form an internal state staff workgroup to develop tools for mental health screening.	BPP with BMHSAS & DHCF	Q4 into Q5
	M.1.c Have counties pilot the screening tools in their child welfare programs. Determine how the screening tool could be used by counties statewide.	BPP, Counties and Consultation Partners	Start Q7
	M.1.d Host a statewide forum and regional meetings to develop capacity improvement plan for screening, assessment and treatment.	BPP & Consultation Partners	Q8
	M.1.e Draft and circulate proposed screening policy and procedure and capacity building plan for comment and incorporate comments from key constituents.	BPP & State Staff Workgroup	Q8

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
M. (Cont.)	M.1.f Update the WI Model to assist in Identifying possible mental health issues and issue revised instructions. 1) Update WiSACWIS, as necessary, for changes in WI Model and related tools. 2) Orient/train child welfare supervisors from BMCW, Counties, and Tribes. 3) Revise any related curricula for child welfare case workers and provide training through the Training Partnerships.	BPP  BPP & WiSACWIS Project Team  BPP & Area Administration  BPP & Training Partnerships	Q8  Q8

#### Notes – Action Step M:

10/04: This action step and associated benchmark tasks will assist child welfare workers and supervisors in identifying and responding to mental health issues.

12/05: M.1.a – The PEP Case Process committee has been used as the workgroup for this task and to react to the internal staff group's work.

12/05: M.1.b - The internal staff group has been reviewing mental health screening tools since the Spring of 2005 to identify tools that can be used by child welfare workers. The California Mental Health Screening Tool has been recommended as the tool for counties/tribes to pilot since the tool is designed for child welfare workers with limited mental health expertise.

12/05: M.1.c – The task of having counties pilot the screening tool was added.

3/06: M.1.c – Benchmark Achievement Date modified

3/06: M.1.d. - Developing a state-wide capacity plan for screening, assessment and treatment to address the mental health needs of children in the child welfare system is a huge task. In order to complete the screening component of this benchmark task, DCFS first needs to complete the screening tool pilots (Step M.1 c.) and evaluate their effectiveness in the counties and tribes who agree to pilot the screening tool. Following that step, DCFS can then create a capacity improvement plan for the use of the tool and move towards the creation a capacity plan for the assessment and treatment components. Benchmark Achievement Date modified

3/06: M.1.e. - Ibid. Benchmark Achievement Date modified

3/06: M.1.f. - Ibid Benchmark Achievement Date modified

<b>Outcome/Systemic Factor:</b>	<b>Case Review</b>	
<b>Performance Item: 25</b>	<b>Case plan developed jointly with child's parents</b>	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	Item 25 - The same case review process used to measure improvement on Item 18 will also be used to measure improvement on Item 25. The case reviews described in Action Step Q will be used to provide data for the quarterly progress reports.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
N. Make family involvement in child welfare case planning a centerpiece of the administrative rules that govern practice and policy for children in out of home care. (Ch. HFS 44)	<u>Ch. HFS 44</u>		
	N.1 Identify all items from PEP and 5-Year Child and Family Service Plan that should be incorporated into Ch. HFS 44 and issue rule.	BPP	Q3
	1) Reactivate the Ch. HFS 44 Workgroup.	BPP, OLC & Workgroup Partners BPP	Q5
	2) In conjunction with Ch. HFS 44 Workgroup, complete draft of Ch. HFS 44 for review by OLC.		Q6
	3) Circulate the draft to Counties, Tribes, private agencies and other constituents and solicit comments. Make revisions with the Workgroup.	BPP	Q6
	4) Conduct public hearings.	BPP	Q7
	5) Identify WiSACWIS functions and revise as necessary.	BPP & WiSACWIS Project Team	Q8
	6) Issue the final rule and communicate with all appropriate parties.	BPP, BMCW & DSCO	Issue in Q8, effective in Q8
	7) Provide targeted training on Ch. HFS 44 to caseworkers, supervisors from Counties and Tribes as well as court/legal staff,	BPP & DSCO	Q8 and ongoing



Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
N. (Cont.)	<u>Ongoing Service Standards</u>		
	N.2 Issue a comprehensive revision of the CPS Ongoing Service Standards to convert current practice guidelines to standards and include PEP policies issued as numbered memos.		
	1) Identify all items from PEP and 5-Year Child and Family Service Plan that should be incorporated into the Ongoing Service Standards.	BPP	Q3
	2) Establish workgroup consisting of Counties, Tribes, BMCW and Training Partnership to revise the standards.	BPP	Q3
	<b>Task deleted 12/1/05</b>		

**Notes – Action Step N:**

10/04: Benchmark N.1 is related to Benchmark O.3.

3/05: Benchmarks N.1.1 and N.2.1 were deleted and the task covered under Benchmark F.1.a.3.

9/05: N.1 – Revisions to the second draft of the Proposed Order for HFS 44 have been received from the Department's Rules Coordinator. The Statement of Scope for HFS 44 was published by the Revisor of Statutes in July 2005. Training on the proposed rule will be piloted at the end of August 2005.

9/05: N.2 – Preliminary revisions of Ongoing Service Standards and draft circulated for committee review. Draft will be posted on bulletin board by 10/31/05.

12/05: N.1 – DHFS Rules Coordinator reviewed 2<sup>nd</sup> and 3<sup>rd</sup> draft of Proposed Order. Workgroup will be established in December 2006 and will complete work by March 2006. DCFS anticipates publication by October 2006. Benchmark Date modified to reflect change.

12/05: N.2 – The comprehensive revision of the Ongoing Service Standards will be deferred until 2007, after the completion of the PEP period. The current practice guidelines will remain in place and policies issued as DCFS numbered memos will remain in effect. Other policy standards including HFS 44 and the CPS Investigation Standards need to be implemented/updated before the Ongoing Service Standards are revised as the Ongoing Service Standards build on the other policy standards.

12/05: N.2 – The deletion of task N.2 affects tasks F.1.b and J.1.a.

3/06: N.1.1 - Benchmark numbered as N.1.2 and Achievement Date moved to Q6

3/06: N.1.3 - Benchmark Achievement Date moved to Q6

<b>Outcome/Systemic Factor:</b>	<b>Case Review</b>	
<b>Performance Item: 28</b>	<b>Process for termination of parental rights proceedings</b>	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	Item 28 - DCFS will work with the Court Improvement Program in the Director of State Courts Office (DSCO) to use data from county court reviews conducted by DSCO in conjunction with the case reviews described in Action Step Q. DCFS will explore the use Consolidated Court Automation Programs (CCAP) data on TPR processing by courts.	

## COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
O. Move children more quickly to permanency when they can no longer be safe at home by expediting the Termination of Parental Rights (TPR) when it is appropriate and necessary.	<u>Adoptive Resource</u> O.1 Communicate clarification regarding the current law on proceeding to a TPR when an adoptive resource has not been identified and related issues 1) Communicate to counties regionally through permanency consultants. 2) Include in DCFS Information Memo for Benchmark O.3.1	BPP	Q1 Q5
	<u>Permanency Reviews</u> O.2 Continue to provide training for child welfare supervisors and caseworkers and judges and other court legal staff on current statutes regarding permanency reviews and hearings, Adoption and Safe Families Act (ASFA) timeline, TPR process, etc. (aka the Act 109 training). Training will be done through developed materials, technical assistance, and a variety of training formats	BPP, OLC, DSCO & contracted trainers	Q2 and ongoing
	<u>Concurrent Planning Timeline</u> O.3 Develop procedure to implement a continuous permanency planning timeline to support concurrent planning. 1) Implement the policy through DCFS informational memo.	BPP, DSCO & OLC  BPP with BMCW, Counties & Tribes	Q3  Issue in Q5

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
O. (Cont.)	O.3 2) Provide training and technical assistance to child welfare supervisors from Counties, BMCW and Tribes on effective concurrent planning and related practice issues.	BPP, DSCO, OLC, Area Administration & Training Partnerships	Q5 and ongoing
	<u>TPR Processing</u> O.4 Analyze TPR case processing as part of Court Improvement Project reassessment and jointly implement recommendations with Director of State Courts Office.	BPP & DSCO with BMCW & Counties	Q6
	<u>Legal Services</u> O.5 Communicate to counties a reminder of the existence of IV-E funds for legal services related to TPR.	BPP	Q4
	<u>Measurement</u> O.6. Work with DSCO to explore data sources on TPR: 1) Explore potential use of CCAP data to monitor TPR court proceedings. 2) Explore use of court review results for PEP purposes during limited case reviews and case review pilots.	OPEP & DSCO  BPP & DSCO	Q2  Q3 and Q4

**Notes – Action Step O:**

10/04: O.3 - This Benchmark is the same as D.1. The concurrent plan requirement will be included in HFS Ch. 44, but implemented prior to full implementation of the administrative rule as described in N.1.

10/04: DCFS will use the National Resource Center on Children and the Law and the National Resource Center on Permanency Planning to develop training on permanency reviews.

10/04: DCFS will use the National Resource Center on Children and the Law and the National Resource Center on Permanency Planning to develop policy and procedure on concurrent planning.

3/05: O.1 - DCFS Permanency Consultants are communicating with counties that an adoptive resource is not required to proceed with TPR.

6/05: O.1 - The draft adoption readiness form is currently posted to the PEP bulletin board for public comment. The final form will be issued in Quarter 3 using a DCFS information memo.

6/05: O.5 - The DCFS memo on legal services was revised in Spring 2005 and will be issued in June 2005.

O. (Cont.)

**Notes – Action Step O:**

6/05: O.6 - The measurement strategy for Action Step O is revised to clarify DCFS will explore the use of both CCAP data and the results of county court reviews that will be done by DSCO as part of the Children's Court Initiative.

6/05: O.6 – DCFS explored the use of CCAP data with DSCO and determined CCAP data is not useful for PEP measurement purposes.

9/05: O.1 – Form developed to assess the readiness of children for adoption to facilitate the permanency planning process. Form currently on PEP Bulletin Board for public comment. This form will be used with the Continuous Permanency Planning timeline (see step D.1).

9/05: O.3 – Numbered memo is currently in the approval process. Continuous Permanency Planning Timeline was completed in Q2.

9/05: O.5 – Memo revised and currently undergoing the DCFS approval process

9/05: O.6 – Use of the county court reviews and case review process under Action Step Q as measurement methods are clarified.

12/05: O.1 – Info Memo and final product are moving through the approval process. Tribes asked for additional information to be added to make the form culturally competent. These are included in the final versions. At the end of Q4, 3 of 5 regions were trained. Remaining 2 regions to be trained in Q5. Benchmark date modified.

12/05: O.3 – Informational memo and final product are moving through the approval process. Trainings started with county staff. At the end of Q4, 3 of 5 regions were trained. Remaining 2 regions will be trained in Q5. Benchmark date modified.

12/05: O.5 – DCFS Numbered Memo 2005-13, Title IV-E Reimbursement was issued. Memorandum was sent to county human/social service directors to call attention to Numbered Memo and encouraged participation in the program.

12/05: O.6 – CQI and CCI conducted joint focus groups during 2 reviews in Q4. Proposal submitted to CCI to explore how to best use information to benefit counties' child welfare systems

3/06: O.1 – DCFS Info Memo 2005-12 issued 12/7/05

3/06: O.3 – DCFS Info Memo 2005-12 issued 12/7/05

<b>Outcome/Systemic Factor:</b>	<b>Case Review</b>	
<b>Performance Item: 29</b>	<b>Notification of and opportunity to participate in hearings.</b>	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home; 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1 N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	The case review process described in Action Step Q will be used to collect information about the participation of foster parents and other custodians in hearings for the cases reviewed. To obtain additional information more applicable to determine statewide performance, a survey process will be used to collect information from foster parents and other custodians. The case review and survey results will be used for quarterly progress reports.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
P. Clarify the responsibility and role of foster parents and other physical custodians for participation in legal reviews and court hearings	<u>Input Process</u> P.1 1) Evaluate the right of foster parents and other physical custodians to receive notice of court hearings and reviews and have input into the process.  2) Issue guidance on how foster parents and custodians can provide information to the court or permanency review panel	BPP & DSCO  BPP & DSCO	Q5  Q6
	<u>Role in Reviews</u> P.2 Incorporate role and responsibility of foster parents and other physical custodians in:  1) Pre-service training for foster parents. 2) Training for child welfare staff 3) Model handbook for foster parents	BPP, & Training Partnerships BPP & Training Partnerships BPP, BMCW & Licensing Agencies	Q6 Q6 Q7
	<u>Measurement</u> P.3 Develop data for measurement: 1) Explore survey on participation. 2) Use foster parent focus group results from county reviews.	BPP & OPEP BPP & DSCO	Q4 Q5 and ongoing

P. (Cont.)

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**Notes – Action Step P:**

10/04: P.1 – The National Resource Center on Children and the Law will be used for this task.

10/04: P.2 – The National Resource Center on Permanency Planning will be used for this task.

9/05: P.3 – Survey process will begin in Q4.

12/05: P.3 – Committee members thought that an additional survey to determine the level of participation was not necessary at this time since members already knew, anecdotally and through previous surveys that foster parents report not regularly participating in court proceedings.

3/06: P.1 – This benchmark task was revised due to input from committee members stating that the committee does not have the authority to establish processes for the court. The memo developed out of this item will be shared with the Director of State Courts Office with a request that DSCO distribute the memo to judges statewide

3/06: P.1 – Benchmark task P.1.2 was added to note that DCFS will issue guidance on providing input into hearings and reviews.

3/06: P.3 – Task P.3.1 is modified to show that a survey was explored (see note from 12/05 above) 2and task P.3.2 is added to indicate that information from foster parent focus groups conducted during county reviews will be used to measure improvement.

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<b>Outcome/Systemic Factor:</b>	<b>Quality Assurance System</b>	
<b>Performance Item: 31</b>	<b>The State is operating an identifiable quality assurance system</b>	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children. 7) Assure the quality and effectiveness of services for children and families by regularly reviewing our programs and practices.	
Performance Goal:	Year 1: N/A _ Systemic Factor	Year 2: N/A – Systemic Factor.
Measurement Method:	This Action Step establishes a county case review process that will be used to collect information for several of the Action Steps. A limited case review will be conducted in Q3 to update baseline performance levels for multiple CFSR performance items. The ongoing county case reviews will provide information for the quarterly progress reports. Information about the QA process (e.g., number of reviews, number of cases, review results, etc.) will be included in the quarterly progress reports.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
Q. For the first time in Wisconsin's child welfare history, design and implement a comprehensive, statewide Quality Assurance program. Build on the strength of existing programs and support the efforts of child welfare agencies to maintain an environment that encourages learning and program improvement.	<u>Statewide QA Capacity</u> Q.1 Develop Statewide QA capacity within BPP. 1) Recruit new state QA manager and coordinator positions. 2) Conduct RFP process for case reviewer contract and issue contract.	BPP	Q1  Q1
	Q.2 Conduct limited case reviews to collect information for PEP baselines 1) Using the federal CFSR review tool and primarily state staff and QA contractor, conduct limited case reviews in three counties. 2) Use the limited case review results to verify and possibly adjust baseline performance levels for the PEP. 3) Using review tools developed in C.1 and C.2, conduct <u>targeted</u> case reviews for placement stability and re-entry using WiSACWIS information for selected counties.	BPP, QA contractor & Area Administration Staff  OPEP & BPP  OPEP & QA contractor	Q3  Q3  Q3

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
Q. (Cont.)	<u>Case Review Model</u>		
	Q.3. Develop case review model that replicates and expands upon the federal CFSR process and collects data needed for PEP and state QA purposes.	BPP & OPEP	Q2
	1) Establish workgroup including BMCW, Counties, Area Administration, Tribes, Training Partnerships, OPEP, Director of State Courts Office (DSCO) and QA contractor to further develop the case review model.	BPP & Workgroup Partners	Q2
	2) Conduct focus groups of stakeholders that are important partners in effective child protection.	BPP & Workgroup Partners	Q3
	3) Develop the standardized review format and review tools.	BPP and QA contractor	Q4
	4) Conduct pilot reviews in 2 to 3 counties	BPP and QA contractor	Q4
	5) Finalize state review tools.	BPP and QA contractor	Q4
	6) Finalize protocols, policies and procedures related to the review process.	BPP and QA contractor	Q4
	7) Develop and provide statewide training and technical assistance to Counties on the case review model.	BPP, QA contractor & Area Administration	Q4 and ongoing
	8) Implement the case review process reviewing 15 Counties annually.	BPP, QA contractor & Area Administration with Counties	Q5 and ongoing
	9) Review county review results to identify improvements needed to QA process and areas of emphasis for QA reviews	BPP & Workgroup Partners	Q6 and ongoing
	10) Make review formats/tools available in automated format to counties for local QA purposes.	BPP, OPEP & WiSACWIS Project Team	Q8
	<u>Integrate QA Processes</u>		
	Q.4 Coordinate the new Statewide QA process with the BMCW QA process.	BMCW	Start in Q4, complete in Q5
	1) BMCW conducts comprehensive review for CY 2005.		
	2) Develop methods to integrate BMCW QA data with Statewide QA data.	BPP, BMCW & OPEP	Start Q6



Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
Q. (Cont.)	Q.4 3) Include BMCW as part of the case review process.	BPP, BMCW & OPEP	Q7 and ongoing
	<u>Develop QA Reviewers</u> Q.5. Develop reviewers for Statewide QA Process	BPP & QA Contractor	Q3 and ongoing
	1) Orient and train new QA staff to conduct case reviews.		Q4 and ongoing
	2) Begin to recruit peer reviewers for case reviews, including staff from Counties, Tribes, service providers and other stakeholders.		Q5 and ongoing
	3) Provide training and technical assistance for peer reviewers.		
	<u>QA Reports</u> Q.6. Establish a workgroup consisting of BMCW, Counties, Area Administration, Tribes, Training Partnerships, OPEP, and QA contractor to develop effective performance reports and other requested reports and system reporting direction for local agencies.	OPEP & Workgroup Partners	Q2 and ongoing
	1) Design, produce and distribute WiSACWIS reports to local agencies.	OPEP & WiSACWIS Project Team	Q3 and ongoing
	2) Analyze and interpret data on a statewide and individual county basis.	OPEP	Q3 and ongoing
	3) Provide technical assistance and training to local agencies in designing and interpreting reports.	OPEP, WiSACWIS Project Team & Area Administration	Q4 and ongoing

**Notes – Action Step Q:**

10/04: The same QA workgroup will be used for Benchmarks Q.2 and Q.4

10/04: See PEP narrative for additional description of the Quality Assurance activities.

10/04: See Actions Steps C.1 and C.2 for more detail on limited case reviews under Q.2.2.

10/04: DCFS will use the National Resource Center for Organizational Improvement to develop the state QA process.

**Notes – Action Step Q:**

10/04: As of the end of September, a procurement process was conducted to select the QA vendor, The Management Group of Wisconsin in partnership with the Child Welfare Program and Policy Group of Alabama. DCFS will begin contract negotiations with the QA vendor in October with the goal of having a contract in place by November. Once the contract is in place, the QA vendor will then begin recruitment of five (5) staff to conduct the statewide case reviews.

3/05: Q.1 – DCFS hired the CQI Program Manager Harry Hobbs in November 2004 and the CQI Coordinator Tara Miller in January 2005. In November 2004, the CQI contract that funds 5 CQI specialists was awarded to The Management Group. Three CQI specialists were hired in January 2005 and two CQI specialists were hired in February 2005.

3/05: Q.2 – DCFS and TMG have developed a work plan to conduct the limited case reviews in May and June 2005.

3/05: Q.3 – A CQI committee of the PEP Implementation team has been formed, with 4 workgroups to address selection and preparation of counties for CQI reviews, training for reviewers including the limited case reviews, developing the CQI review protocol, and use of eWiSACWIS data for the CQI process.

3/05: Q.4 – The BMCW comprehensive review was conducted in December 2004 and January 2005. Data will be evaluated for PEP purposes after the BMCW report is completed in February 2005.

6/05: Q.3 - The CQI committee first met on February 3, 2005, and invited Peter Watson, Director of the National Resource Center for Organizational Improvement, to share what other states were doing in Quality Assurance.

6/05: Q.3 - Paul Vincent, Director of the Alabama-based Child Welfare Policy and Practice Group made a presentation on the Quality Services Review (QSR) protocol to the CQI Committee at the March 2, 2005 meeting.

6/05: Q.4 - The BMCW completed its Comprehensive Review for CY 2004 in January 2005 and issued an Executive Summary dated March 8, 2005.

9/05: Q.2 – Limited Case Reviews were complete in Dodge, Jackson and Dane County (Cross Plains office)

9/05: Q.3 – CQI team completed QSR review of La Crosse County. Statewide CQI committee voted unanimously to adopt QSR as child welfare case review protocol for the case review process for county child welfare agencies. QSR design team met on July 19-21 2005 and August 24, 2005 to adapt instrument to Wisconsin needs.

9/05: Q.4-Q.5 – Benchmarks for Q.2 through Q.5 are reordered so that Q.2 concentrates on development of the case review process, Q.4 on integration of statewide and Milwaukee processes and Q.5 on peer reviewer recruitment.

12/05: Q.3 – QSR design team met on August 24, 2005 to finalize “Wisconsinized” version. First pilot of revised version occurred in Pierce County on September 12-16, 2005. Second pilot in Washington County on September 26-30, 2005. Numbered Memo issued on September 14, 2005 outlining the development and implementation of CQI program and requesting volunteers to assist in process.

12/05: Q.4 – Review activities for BMCW began in September 05 and will be completed in December 05. Discussions with OPEP and BMCW resulting in modification of case review instrument to record specific data elements on the cases reviewed. Due to discussions, Benchmark Dates modified.

12/05: Q.5 – Two trainings were held in October with 15 trainees in each session.

3/06: Q.4.1 – Achievement Date Modified

3/06: Q.4.2 – Achievement Date Modified

3/06: Q.4.3 – Achievement Date Modified

3/06: Q.6.Intro – The task is clarified to focus on reports and reporting instructions.

3/06: Q.6.3 – DCFS issued an information memo on PEP data entry requirements in January 2006.

3/06: Q.6.4 – This task is renumbered as Q.3.9 because it pertains to the results of the county reviews.

<b>Outcome/Systemic Factor:</b>	<b>Staff and Provider Training</b>	
Performance Item: <b>32</b> <b>33</b>	<b>Initial staff training</b> <b>Ongoing staff training</b>	
PEP Strategy:	3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children.	
Performance Goal:	Year 1: N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	Child Welfare Training Partnership data will be used to identify the extent that child welfare staff are completing foundation, ongoing and supervisor training under the current voluntary approach to training. The Training Partnership data will be used to set both baseline performance levels and for quarterly progress reports. Information collected will include an identification of caseworkers who attended classes and dates of attendance that will be compared to the total number of child welfare staff in the training region. No baseline will be established for pre-service training as it is currently not provided.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
R. Expand the frequency, accessibility and application value of child welfare training in Wisconsin.	<u>Staff Training</u>	BPP & Child Welfare Training Council (Training Council)	Q1
	R.1.a DCFS will create a committee to establish minimum requirements for pre-service, foundation, ongoing and supervisor training.		
	R.1.b The Committee will:	BPP & Committee	Q2
	1) Review training requirements from other states.		Q3
	2) Identify critical training needed per child welfare job tasks.		Q3
	3) Explore options for on-the-job and distance learning training.		Q3
	4) Explore options for training exemption or "grandfathering" criteria.		Q3
	5) Recommend minimum requirements and exemption criteria to Child Welfare Training Council		Q4
	R.1.c DCFS will promulgate a training administrative rule.	BPP	
	1) Complete draft of training rule for review by OLC.	BPP & Training Council	Q6
	2) Circulate the draft to Counties, BMCW, Tribes, and other constituents and solicit comments. Make revisions with the Training Council.	BPP & Training Council	Q6
	3) Conduct public hearings.	BPP	Q7

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
R. (Cont.)	R.1.c 4) Issue final rule and communicate to all appropriate parties.	BPP & Training Partnerships	Q8
	<u>Social Work Curriculum</u> R.2. DCFS and the Training Council will create an ad hoc committee to meet with Schools of Social Work to establish a match between current academic curriculum and Training Partnership foundation training to further refine equivalencies and/or exemption criteria.	BPP, Training Council & Social Work Schools	Q6
	<u>WiSACWIS Training</u> R.3.a Establish a workgroup consisting of BPP, Counties, BMCW, OPEP, Tribes, Training Partnerships and WiSACWIS Project Team to identify and define ongoing training needs related to the automated system.	BPP & Workgroup Partners	Q5
	R.3.b Develop ongoing WiSACWIS training courses and integrate system training with case practice training.	DCFS & Training Partnerships	Q6 and ongoing
	<u>Training Capacity</u> R.4.a DCFS will develop additional options for County and Tribal access to child welfare training, including use of technology and supplemental training providers to meet pre-service, foundation and ongoing requirements for staff and supervisors.	DCFS, Training Partnerships & State Training Council	Q3 and ongoing
	R.4.b Expand the capacity of the child welfare training system to provide sufficient training to meet minimum requirements	DCFS & Training Partnerships	Q3 and ongoing

R. (Cont.)

**Notes – Action Step R:**

10/04: DCFS will use the National Resource Center for Organizational Improvement to enhance the training system capacity.

10/04: The expansion of the statewide training system will better support child welfare caseworkers and supervisors in assessing and meeting the needs of children and families. See the PEP Narrative for additional description of training activities.

3/05: The Ad-Hoc Committee on Child welfare Staff Development requirements was formed by the State training Council in September 2004 and began meeting in November 2004. The Committee is identifying essential information a child welfare worker needs for pre-service training.

6/05: R.1- In February 2005, the committee continued work on identifying the list of pre-service knowledge areas for child welfare workers in the job functions of Access, Initial Assessment and Ongoing Child Welfare Services.

6/05: R.1 - In April 2005, the Ad-Hoc Committee met again to begin developing recommendations for pre-service and in-service training requirements for workers and supervisors.

6/05: R.4 - A statewide curriculum coordinator was hired in March 2005 through Adoption Resources of Wisconsin to support the development of new trainings and help move projects effectively through the development and revision process.

9/05: R.1 – Recommendations for supervisory foundation and ongoing training requirements were sent back by training Council to the ad hoc committee for further review and clarification before next Training Council meeting in September 2005.

9/05: R.3 – State Child Welfare Training Council voted to establish an eWiSACWIS training ad hoc committee. Members of the eWiSACWIS training project have been working to help integrate eWiSACWIS considerations into pre-service training modules.

9/05: R.4 – DCFS contracted with Department of Information and Technology at UW-Madison for Distance Learning.

12/05: R.1 State Child Welfare Training Council approved recommendations for pre-service and in-service training requirements for child welfare workers as well as training recommendations for supervisors.

12/05 R.3.a – Established workgroup to identify and define ongoing training needs related to the automated system. Benchmark date modified to Q4.

3/06: R.1.c.1. – Benchmark Achievement Date modified to Q6

3/06: R.1.c.2. – Benchmark Achievement Date modified to Q6

3/06: R.1.c.3. – Benchmark Achievement Date modified to Q7

3/06: R.3.a – Benchmark Achievement Date modified to Q5

3/06: R.3.c– Benchmark Achievement Date modified to Q5

<b>Outcome/Systemic Factor:</b>	<b>Safety Outcomes 1 &amp; 2 , Permanency Outcomes 1 &amp; 2 and Well Being Outcome 1</b>	
<b>Performance Item:</b>	This Action Step applies to multiple CFSR performance Items, including timeliness of initiating investigations; recurrence of maltreatment; services to protect children in home and prevent removal; permanency planning and permanency goal achievement, visiting with parents and siblings; preserving connections; relationship of child with parent; needs and services of child, family and foster parents; child and family involvement in case planning; and worker visits with parents.	
PEP Strategy:	3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: See PEP narrative.	Year 2: See PEP narrative.
Measurement Method:	This Action Step is to support the implementation of other Action Steps in the PEP. The impact of this Action Step will not be measured directly. The impact on CFSR performance items will be measured under other Action Steps. The quarterly progress reports will provide information on implementation of this Action Step.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
S. To ensure safety and permanence for children and to increase consistency in child welfare practice, enhance the capacity of BPP to do research, develop policy and provide technical assistance for both systemic and case-specific issues.	S.1.a Recruit for additional policy positions in BPP to develop policy/procedure and provide technical assistance.	BPP	Q1
	S.1.b Orient and train new staff.	BPP	Q2
	S.1.c Use new staff for PEP-related projects.	BPP	Q3 and ongoing

**Notes – Action Step S:**

10/04: As of the end of September 2004, the positions have been reallocated, reclassified, job announcements made, and applications received for the positions. The applications have been screened to produce lists of qualified candidates. It is anticipated that interviews with candidates will occur in mid-October and new employees will be hired by early November. Orientation and training for the new staff will begin in November. The new staff will be trained on all applicable federal and state laws and regulations and all policies related to the provision of child welfare services in Wisconsin.

3/05: S.1 – In January 2005, Kim Eithun was hired to lead policy development related to CPS Intake and Initial Assessment while Nicole Grice will lead policy development related to CPS Ongoing Services. In February 2005, Tracey Theise-Hover was hired for the Child Welfare Case Practice Review Consultant position. The new staff will receive orientation and attend child welfare training.

6/05: Throughout Quarter 2, new Bureau of Programs and Policies (BPP) policy staff and CQI specialists participated in orientation conducted by BPP and other DCFS staff regarding statewide child welfare policies and procedures.

<b>Outcome/Systemic Factor:</b>	<b>Service Array</b>	
<b>Performance Item: 35</b>	<b>The State has in place an array of services that address the needs of families to allow children to remain safely at home and achieve permanency for children in out-of-home care.</b>	
<b>36</b>	<b>The services under Item 35 are accessible to families and children in all political jurisdictions in the State.</b>	
PEP Strategy:	Help families strengthen their capacity to provide a safe and nurturing environment for their children. Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: See PEP narrative.	Year 2: See PEP narrative.
Measurement Method:	A written statement describing core CPS services will be developed. Caseloads will be determined through examination of WiSACWIS, the use of Random Moment Time Study data, and a survey of all county agencies. Supervisor caseloads will be measured through a survey of all county agencies. The availability of and accessibility to services will be evaluated through studying information maintained by the Divisions of Disability and Elderly Services, Children and Family Services, Public Health, and Health Care Financing. In addition, a survey of county agencies and clients will be conducted.	

**COMMENTS:**

<b>Action Steps</b>	<b>Benchmark Tasks</b>	<b>Responsible Party/Parties</b>	<b>Benchmark Achievement Dates</b>
T. Assess the capacity of the Wisconsin child welfare system to respond effectively to the safety and permanency needs of children.	<u>Service Array Survey</u>		
	T.1.a Identify core CPS services necessary to ensure safety and achieve permanency.		
	1) Create a workgroup comprised of state, county, and court staff to develop a survey instrument.	OPEP, BPP and workgroup partners	Q5
	2) Conduct survey of the safety and permanency services available by county to identify gaps in service availability and barriers to accessing services.	OPEP & Counties	Q6
	3) Analyze survey results to determine strengths and weaknesses of current service array.	OPEP & BPP	Q6
	4) Evaluate the availability and accessibility of services for children and their caregivers that address the underlying contributors to child abuse and neglect (e.g., substance abuse, physical and mental health, domestic violence, etc.).	BPP & Area Administration	Q7
	T.1.b Use survey results to collaborate with Counties, Tribes, and service providers to develop strategies to fill gaps in service and improve accessibility.	BPP & Area Administration	Q7 and ongoing

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
T. (Cont.)	T.1.b 1) Work with other DHFS units (DHCF and BMHSAS) and other state agencies to improve services. 2) Develop recommendations to target state resources to improve services.	BPP	Q7 and ongoing
	<u>Workload Management</u> T.2.a 1) Develop workgroup comprised of state and county staff to develop staff and supervisor workload assessment tool. 2) Evaluate the workload of child protective services staff and supervisors, including worker caseload and supervisory ratios. 3) Conduct workload management survey	OPEP  OPEP & workgroup partners  OPEP & Counties	Q5  Q6  Q7
	T.2.b Develop methodology and necessary reports to determine staffing and caseload ratios.	OPEP & WiSACWIS Project Team with Counties	Q8 and ongoing

**Notes – Action Step T:**

10/04: For service array items 35 and 36, PEP Action Steps J and K address service planning and individualized service to families and caregivers and Action Steps L and M are examples of steps that will be taken to improve the overall availability and accessibility of services. See the PEP Narrative for more information on Service Array.

10/04: Action Steps J, L and M also are related to Service Array.

3/05: OPEP has lead responsibility for Benchmark T.1. The survey will be conducted in Q4.

3/05: OPEP has lead responsibility for Benchmark T.2. The analysis will be conducted in Q6.

9/05: T.1 – The workgroup to establish the survey will be established in Q4 and the analysis of the survey results will continue into Q5.

12/05: T.1 – Workgroup established and met in November 2005. Survey and analysis will be completed by counties in Q5. Benchmark date modified.

3/06: T.1 Workgroup continued meetings in Q5. Materials for survey developed. Developed draft Numbered Memo for WCHSA review. Survey formatted for web, for distribution in February 06. Return date of surveys in April 3, 06. Benchmark dates modified.

3/06: T.1.a. – Benchmark Achievement Dates Modified

3/06: T.1.b – Benchmark Achievement Dates Modified

3/06: T.1.c – Benchmark Achievement Date Modified

3/06: T.2.a.1 – Workgroup met in Q5 to begin discussion of development of Workload Management survey.

3/06: T.2.a.3 – New task added to clarify when the Workload Management survey will be conducted.

3/06: T.2.b – The tasks relating to supervisory workload were deleted and Task T.2.a was revised to clarify the workload survey will address both staff and supervisory workloads. Task T.2.c is renumbered as T.2.b.